



Ministry  
of Defence



Defence Equipment & Support  
Maple 0a #2043  
MOD Abbey Wood  
Bristol BS34 8JH



25 July 2016

Our Ref:FOI2016/05560

Dear 

Your email dated 26<sup>th</sup> May 2016 is considered to be a request for information under the Freedom of Information Act (FOIA) 2000. You requested the following information:

*I would like to request a list of meetings that Susanna Mason attended during 2015.*

*I would like the list to cover all meetings that involved people who are not part of the Ministry of Defence and for the list to include: the date, length and location of each meeting; a list of those present (with names and positions for politicians and senior officials, and positions for those to whom Section 40 exemptions are applied); and the purpose of the meeting. I would like this to include meetings in both the UK and overseas.*

*Please provide the information in a table that shows where any information has been withheld and which is in a machine-readable form such as a spreadsheet. Please also include a list of any acronyms and abbreviations used.*

I can confirm that the Ministry of Defence (MOD) holds information relevant to your request. Attached is a table of meetings identified from a search of records held in the office of Director General Commercial, as being attended by, or hosted by, Susanna Mason during 2015 which involved people who are not part of the MOD. Positions are those which were held at the time of the meeting; some personnel may have changed position since then. Where a position is not known, it is not included.

In my letter dated 24<sup>th</sup> June 2016, I advised that some information was considered to fall within the scope of qualified exemption Section 43(2) (Commercial interests) of the FOIA, and that a public interest test would need to be undertaken to determine, in all circumstances of the case, whether information should be released in full, in part or withheld. I can advise that, as a result of further discussion and consideration of arguments, it was determined that there were no grounds to withhold information under Section 43(2) of the FOIA and no formal public interest test was required. Section 40(2), however, has been applied to some of the names in order to protect personal information of a third party as governed by the Data Protection Act 1998. Section 40 is an absolute exemption and there is therefore no requirement to consider the public interest in making a decision to withhold the information.

Under Section 16 of the Act (advice and assistance), you may wish to note that a complete list of all meetings attended by Susanna Mason during 2015 is no longer held.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, 1<sup>st</sup> Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail [CIO-FOI-IR@mod.uk](mailto:CIO-FOI-IR@mod.uk)). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.org.uk>.

Yours sincerely,

A solid black rectangular redaction box covering the signature area.

Date	Length	Purpose of Meeting	Venue	Attendees
06/01/2015	2 hours	Dinner – Routine Catch Up	Unknown	PWC –Attendees not recorded
15/01/2015	1½ hours	Defence Growth Partnership	9 Albert Embankment Gardens	Attendees not recorded
29/01/2015	4 hours	DGP Accelerator Workshop	MOD Main Building	Attendees not recorded
10/02/2015	2 hours	To discuss the concept and organisation of Shell's Commercial Academy	Unknown	Andrew Hook (Shell)
11/02/2015	4½ hours	DGP Accelerator Workshop	9 Albert Embankment Gardens	Attendees not recorded
04/03/2015	2 hours	Dinner – Routine Catch Up	Unknown	Jacobs – Attendees not recorded
23/03/2015	2 hours	Dinner – Routine Catch Up	Unknown	Augusta Westland & Boeing – Attendees not recorded
09/04/2015	2 hours	Commercial negotiations	McKinsey's offices, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), ██████████ (PA Consulting), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's)
10/04/2015	3 hours	Commercial negotiations - Meeting AWE ML	AWE, Aldermaston	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), John Holly (Lockheed Martin AWE Chairman), John McLachlan (Jacobs AWEML Shareholder Rep), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), Rupert Soames (CEO Serco Group plc)
14/04/2015	3 hours	Commercial negotiations	McKinsey's offices, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's)
14/04/2015	3 hours	Commercial negotiations - Discussion with AWE ML at LM office	Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), John Holly (Lockheed Martin AWE Chairman), John McLachlan (Jacobs AWEML Shareholder Rep), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep)

Date	Length	Purpose of Meeting	Venue	Attendees
15/04/2015	6 hours	Commercial negotiations - CDM Kick off Meeting (Steering Group)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), Richard Jones (MOD Fin-Plan Scrutiny Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Paul Hollinshead (MOD DST Dir), Pete Worrell (MOD Chief of Materiel Joint Enablers), Paul Dunster (MOD DES CofM Fleet-CFO-Hd), RAdm Mark Beverstock (MOD - ACDS NUC CB-ACDS), Bob Swales (ex MOD now self-employed contractor), ██████████ (MOD DES SM SW-FC), ██████████ (MOD DES SM SW-PM-DepHd), ██████████ (McKinsey's), ██████████ (McKinsey's), ██████████ (McKinsey's), Stephen Murphy (KPMG) ██████████ (KPMG)
12/05/2015	1 hour	Commercial negotiations	AWE, Aldermaston	Andy Mackinder (MOD DES SM SW-Hd), John Holly (Lockheed Martin AWE Chairman), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), John McLachlan (Jacobs AWEML Shareholder Rep), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep)
12/05/2015	2 hours	Dinner - Routine Catch Up	Unknown	Cassidian - Attendees not recorded
13/05/2015	3 hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), Paul Hollinshead (MOD DST Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Richard Jones (MOD Fin-Plan Scrutiny Dir), ██████████ (MOD Chief of Defence Materiel Chief of Staff), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), John Holly (Lockheed Martin AWE Chairman)
14/05/2015	2 hours	DGP Steering Group	9 Embankment Gardens	Attendees not recorded
14/05/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), ██████████ (MOD DES SM SW-C-DepHd), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), David Richardson (Serco Sales Director), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep) Kim Hogg (Jacobs Deal Team)
19/05/2015	1½ hours	Commercial negotiations	McKinsey's offices, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), John Holly (Lockheed Martin AWE Chairman), ██████████ (McKinsey's)

Date	Length	Purpose of Meeting	Venue	Attendees
19/05/2015	2½ hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), John Holly (Lockheed Martin AWE Chairman), John McLachlan (Jacobs AWEML Shareholder Rep), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep)
20/05/2015	2 hours	Dinner - Routine Catch Up	160 Piccadilly, London	Tony Reaper (PwC)
21/05/2015	2 hours	Dinner - Routine Catch Up	Unknown	Lockheed Martin - Attendees not recorded
21/05/2015	1 hour	McKinsey's Finance Slide discussion,	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), John Holly (Lockheed Martin AWE Chairman), ██████████ (McKinsey's)
27/05/2015	1½ hours	Project GOULD, CDM Meeting (Steering Group)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), Paul Hollinshead (MOD DST Dir), Ian Forber (MOD FMC-Strat Prog-Dir), ██████████ (MOD Chief of Defence Materiel Chief of Staff) Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office)
27/05/2015	2 hours	Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), John McLachlan (Jacobs AWEML Shareholder Rep), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), David Richardson (Serco Sales Director), ██████████ (Jacobs Deal Team), ██████████ (AWE Deal Team)
02/06/2015	1½ hours	Commercial negotiations - Meeting Buck McKeon	MOD Main Building	Buck McKeon (CFO AWE),
02/06/2015	1 hour	Commercial negotiations - McKinsey's Numbers Discussion	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), John Holly (Lockheed Martin AWE Chairman)
02/06/2015	1 hour	Dinner - Routine Catch Up	Unknown	Newton Europe - Attendees not recorded
03/06/2015	1 hour	Afternoon Tea - Catch Up	Unknown	Jacobs - Attendees not recorded
03/06/2015	1 hour	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (AWE, Deal Team), ██████████ (Jacobs Deal Team), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep)
03/06/2015	30 mins	Commercial negotiations - Meeting Buck McKeon	MOD Main Building	Buck McKeon (CFO AWE),
03/06/2015	1½ hours	Commercial negotiations - Meeting Noel Watson	MOD Main Building	Noel Watson (Jacobs Chief Executive & Chairman of the Board)
04/06/2015	1 hour	Afternoon Tea - Catch Up	Unknown	Serco & Lockheed Martin - Attendees not recorded

Date	Length	Purpose of Meeting	Venue	Attendees
04/06/2015	3 hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group,)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), Paul Hollinshead (MOD DST Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Richard Jones (MOD Fin-Plan Scrutiny Dir), ██████████ (MOD Chief of Defence Materiel Chief of Staff), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), Buck McKeon (CFO AWE) John Holly (Lockheed Martin AWE Chairman) ██████████ (McKinsey's)
04/06/2015	1½ hours	Commercial negotiations - Meeting Buck McKeon	MOD Main Building	Buck McKeon (CFO AWE),
04/06/2015	1½ hours	Commercial negotiations - Meeting Rupert Soames and Kevin Craven	Royal Horseguards Parade	Rupert Soames (CEO Serco Group plc) Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep )
08/06/2015	2 hours	Dinner - Routine Catch Up	Unknown	Ernst & Young - Attendees not recorded
09/06/2015	3 hours	Commercial negotiations - Meeting AWE ML	AWE, Aldermaston	██████████ (MOD DES SM SW-C-DepHd), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), Karina Edwards (Lockheed Martin Commercial VP), Kevin Bilger (Lockheed Martin AWE PLC Managing Director & AWE ML Board Director) Buck McKeon (CFO AWE)
11/06/2015	2 hours	Commercial negotiations - Discussion with AWE ML	MOD Main Building	██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), Buck McKeon (CFO AWE), Karina Edwards (Lockheed Martin Commercial VP)
17/06/2015	2 hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group,)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Paul Hollinshead (MOD DST Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Richard Jones (MOD Fin-Plan Scrutiny Dir), ██████████ (MOD Chief of Defence Materiel Chief of Staff), John Holly (Lockheed Martin AWE Chairman) ██████████ (McKinsey's)
18/06/2015	1 hour	Commercial negotiations - Meeting Rick Ambrose	MOD Main Building	Rick Ambrose (Lockheed Martin Executive Vice President)
18/06/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), Tim Cahill (Lockheed Martin Vice President & General Manager), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) Buck McKeon (CFO AWE),

Date	Length	Purpose of Meeting	Venue	Attendees
22/06/2015	3 hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group,)	VTC Abbey Wood to MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Ian Forber (MOD FMC-Strat Prog-Dir), Richard Jones (MOD Fin-Plan Scrutiny Dir), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), ██████████ (MOD Chief of Defence Materiel Chief of Staff) ██████████ (McKinsey's)
25/06/2015	1½ hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), ██████████ (Jacobs Deal Team), David Richardson (Serco Sales Director), Karina Edwards (Lockheed Martin Commercial VP), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) Buck McKeon (CFO AWE),
25/06/2015	3 hours	DGP Ministerial Meeting	1 Victoria Street	Attendees not recorded
25/06/2015	4½ hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), ██████████ (Jacobs Deal Team) Buck McKeon (CFO AWE)
02/07/2015	30 mins	Commercial negotiations	Cunard House	Andy Mackinder (MOD DES SM SW-Hd), Buck McKeon (CFO AWE) Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep) Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director)
02/07/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	██████████ (MOD DES SM SW-C-DepHd), Peter Stanton-Ife (Cabinet Office on loan to the MOD DES Team Keminos Hd), Andy Mackinder (MOD DES SM SW-Hd), Buck McKeon (CFO AWE) Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), ██████████ (Lockheed Martin Deal Team), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) ██████████ (Serco Deal Team)
02/07/2015	1 hour	IBM General Catch up	MOD Main Building	Robin Thompson (Global Business Services IBM)
03/07/2015	1½ hours	BAES Key Supplier Management Meeting	MOD Main Building	Ian King (CEO BAE), Bob Keen (Head of Government Relations BAE), Nigel Whitehead (Group Managing Director of Programmes and Support BAE), Steven Morgan (MOD Def Comrcl Ops Dir)

Date	Length	Purpose of Meeting	Venue	Attendees
03/07/2015	1 hour	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), ██████████ (Lockheed Martin Deal Team) and Buck McKeon (CFO AWE)
07/07/2015	3½ hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group,)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Paul Hollinshead (MOD DST Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), ██████████ (MOD Chief of Defence Materiel Chief of Staff) ██████████ (McKinsey's)
07/07/2015	1½ hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), John Holly (Lockheed Martin AWE Chairman), David Richardson (Serco Sales Director), Keith Luck (Finance & Commercial Director Serco), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) ██████████ (Lockheed Martin Deal Team)
08/07/2015	1½ hours	Commercial negotiations - Project GOULD, PUS panel meeting	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet) , Richard Jones (MOD Fin-Plan Scrutiny Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Paul Hollinshead (MOD DST Dir), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), ██████████ (McKinsey's), ██████████ (MOD Chief of Defence Materiel Chief of Staff) Jon Thompson (MOD, PUS), Louise Tulett (MOD Director General Finance), Sir Stephen Hillier (MOD FMC-DCDS), Peter Watkins (MOD DG Sec Pol), Vernon Gibson (MOD CSA), Jonathan Slater (MOD DG HOCS), Steven Morgan (MOD, Def Comrcl Ops Dir), Air Chief Marshal Sir Stuart Peach (MOD VCDS)
09/07/2015	2 Hours	Defence Suppliers Forum	MOD Main Building	Attendees not recorded
13/07/2015	30 mins	Commercial negotiations - VTC Discussion with AWE ML	(ABW to LM office Cunard House, London)	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), Buck McKeon (CFO AWE), ██████████ (Lockheed Martin Deal Team)



Date	Length	Purpose of Meeting	Venue	Attendees
15/07/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), Peter Stanton-Ife (Cabinet Office on loan to the MOD DES Team Keminos Hd), ██████████ (MOD DG Commercial Spec Proj), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), Buck McKeon (CFO AWE) Karina Edwards (Lockheed Martin Commercial VP), ██████████ (Lockheed Martin Deal Team), ██████████ (Lockheed Martin Deal Team), Rupert Soames (CEO Serco Group plc) ██████████ (Jacobs Deal Team)
16/07/2015	2 hours	DGP Steering Group	9 Albert Embankment Gardens	Attendees not recorded
17/07/2015	5 hours	Royal International Air Tattoo	RAF Fairfield	Attendees not recorded
17/07/2015	2 hours	Royal International Air Tattoo - VIP Guest QinetiQ	RAF Fairfield	Attendees not recorded
21/07/2015	30 mins	Rolls Royce - catch Up	MOD Main Building	Coleen Andrew (Deputy Director Commrcial Intelligence Cabinet Office)
22/07/2015	30 mins	Rolls Royce - catch Up	MOD Main Building	Helen Kennett (Director of UK Government Relations Rolls Royce)
22/07/2015	2 hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group,)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Paul Hollinshead (MOD DST Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Richard Jones (MOD Fin-Plan Scrutiny Dir), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), ██████████ (MOD Chief of Defence Materiel Chief of Staff) ██████████ (McKinsey's)
12/08/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), Peter Stanton-Ife (DES Team Keminos Hd on loan from Cabinet Office), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), Buck McKeon (CFO AWE)Kim Hogg (Jacobs Deal Team), ██████████ (Serco Deal Team) ██████████ (Lockheed Martin Deal Team)
18/08/2015	1 hour	QinetiQ - General catch Up	MOD Abbey Wood	Steve Wadey (CEO QinetiQ)

Date	Length	Purpose of Meeting	Venue	Attendees
19/08/2015	4 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), Peter Stanton-Ife (DES Team Keminos Head on loan from Cabinet Office), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), Buck McKeon (CFO AWE) Dave Allan (Supervisory Board Pricewaterhouse Cooper UK), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep), Roly Sonnerberg (Government defence leader Pricewaterhouse Cooper), John Holly (Lockheed Martin AWE Chairman), John McLachlan (Jacobs AWEML Shareholder Rep), ██████████ (Serco Deal Team), ██████████ (Jacobs Deal Team), ██████████ (AWE Deal Team)
20/08/2015	30 mins	Commercial negotiations - Progress update,	MOD Main Building	Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), ██████████ (MOD DES SM SW-C-DepHd) Andy Mackinder (MOD DES SM SW-Hd)
20/08/2015	1 hour	Commercial negotiations - Progress update,		Ian Forber (MOD FMC-Strat Prog-Dir), ██████████ (MOD DES SM SW-C-DepHd) Andy Mackinder (MOD DES SM SW-Hd)
02/09/2015	2 hours	Lunch and general catch up with PWC	Unknown	Roly Sonnerberg (Government defence leader Pricewaterhouse Cooper) Dave Allan (Supervisory Board Pricewaterhouse Cooper UK)
03/09/2015	2 hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group,)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), Paul Hollinshead (MOD DST Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Richard Jones (MOD Fin-Plan Scrutiny Dir), ██████████ (MOD Chief of Defence Materiel Chief of Staff) ██████████ (McKinsey's)
03/09/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	██████████ (MOD DES SM SW-C-DepHd), Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) Buck McKeon (CFO AWE),
08/09/2015	2 hours	Commercial negotiations	MOD Abbey Wood	██████████ (MOD DES SM SW-C-DepHd), Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Buck McKeon (CFO AWE),
10/09/2015	30 mins	Rolls Royce - General Catch Up	MOD Abbey Wood	Tony Fletcher (Rolls Royce)
15/09/2015	6 hours	DESI - The World Leading defence and Security Event, inc lunch with Raytheon	ExCel, London	Attendance not recorded

Date	Length	Purpose of Meeting	Venue	Attendees
17/09/2015	1 hour	Fluor Government Group	Novotel London ExCel, 7 Western Gateway	Attendance not recorded
17/09/2015	1 hour	Thales lunch	DSEI ExCel	Attendance not recorded
21/09/2015	1 hour	Rolls Royce Customer Essential Programme	MOD Abbey Wood	Tony Fletcher (Rolls Royce)
23/09/2015	1½ hours	Commercial negotiations - Project GOULD, CDM Meeting (Steering Group,)	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Sir Bernard Gray (MOD Chief of Defence Materiel), Richard Jones (MOD Fin-Plan Scrutiny Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Paul Hollinshead (MOD DST Dir), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office) ██████████ (McKinsey's)
25/09/2015	30 mins	Commercial negotiations - Project GOULD, PUS panel meeting	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), Jon Thompson (MOD PUS), Louise Tulett (MOD Director General Finance), Sir Stephen Hillier (MOD FMC-DCDS), Peter Watkins (MOD DG Sec Pol), Vernon Gibson (MOD CSA), Jonathan Slater (MOD DG HOCS), Steven Morgan (MOD Def Comrcl Ops Dir), Air Chief Marshal Sir Stuart Peach (MOD VCDS), Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), Richard Jones (MOD Fin-Plan Scrutiny Dir), Ian Forber (MOD FMC-Strat Prog-Dir), Paul Hollinshead (MOD DST Dir), Nick Ayling (Defence and Counter-Proliferation Team Head Cabinet Office), ██████████ (MOD Chief of Defence Materiel Chief of Staff) ██████████ (McKinsey's)
29/09/2015	1½ hours	Commercial negotiations - Discussion with AWE	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), Peter Stanton-Ife (DES Team Keminos Head on loan from Cabinet Office), ██████████ (MOD DG Commercial Spec Proj), Buck McKeon (CFO AWE), Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director) Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep )
01/10/2015	1 hour	CIPS - General discussion	MOD Main Building	David Noble (Group CEO Chartered Institute of Procurement and Supply)
01/10/2015	1 hour	Rolls Royce Catch-up	MOD Main Building	Helen Kennett (Director of UK Government Relations Rolls Royce)
02/10/2015	1 hour	Raytheon - General discussion	MOD Main Building	Attendance not recorded
12/10/2015	2 hours	SSAFA Dinner - Guest of Marshalls	8 Northumberland Ave	Attendance not recorded
15/10/2015	2 Hours	Defence Suppliers Forum	MOD Main Building	Attendance not recorded
04/11/2015	3 hours	Villiers Women's Networking Event	MOD Main Building	Attendance not recorded
10/11/2015	1 hour	Swan Foundation - catch up	42 Whitehall, London	Zoe Brown (Head of Social Investment Swan Foundation)
11/11/2015	3½ hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	██████████ (MOD DES SM SW-C-DepHd), Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep ), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) Buck McKeon (CFO AWE)

Date	Length	Purpose of Meeting	Venue	Attendees
12/11/2015	5 hours	Commercial negotiations - Discussion with AWE ML	AWE Aldermaston, Reading	Attendance not recorded
13/11/2015	2½ hours	Commercial negotiations - Discussion with AWE ML	AWE Aldermaston, Reading	Sir Bernard Gray (MOD Chief of Defence Materiel), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet), Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD Chief of Defence Materiel Chief of Staff), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), Buck McKeon (CFO AWE), Antony Douglas (CEO - DES), Dawn Cunningham-Martin (COS to CEO - DES)
18/11/2015	2 hours	Lunch and general catch-up	The Cinnamon Club, The Old Westminster Library, 30-32 Great Smith St. SW1P 3BU	Lord Peter Hennessy Andy Mackinder (MOD DES SM SW-Hd)
24/11/2015	2½ hours	Commercial negotiations - Discussion with AWE ML	MOD Main Building	Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DES SM SW-C-DepHd), ██████████ (MOD DG Commercial Spec Proj), Peter Stanton-Ife (DES Team Keminos Head on loan from Cabinet Office), Martin Gilmore (PM AWE), Buck McKeon (CFO AWE) Kevin Bilger (Lockheed Martin AWE Managing Director/AWE ML Board Director)
24/11/2015	3 hours	Type 26 Future Commercial Strategy	Carlton Terrace, London	Nigel Whitehead (Group Managing Director of Programmes and Support, BAE), Sir Bernard Gray (MOD Chief of Defence Materiel), Michael Ord (MD Naval Ships BAE), Nigel Stewart (Commercial Director BAE), Geoff Searle (Programme Director T26 BAE), Vice Admiral Simon Lister (MOD Chief of Materiel Fleet) , Cdre Paul Methven (DES Ship Acq-T26-OPV-Hd), Neil Thompson (DES Ships Commercial Head), Brian Ierland (Finance Director BAE), RAdm Mark Beverstock (MOD ACDS NUC CB-ACDS) Antony Douglas (CEO - DES)
25/11/2015	1 hour	BAE General Catch Up	MOD Main Building	Nigel Whitehead (Group Managing Director of Programmes and Support BAE)
26/11/2015	1 hour	Australian Department of Defence - Intro call	MOD Main Building	Liesl O'Meara (First Assistant Secretary Commercial Division Australian Department of Defence)
26/11/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	██████████ (MOD DES SM SW-C-DepHd), Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) Buck McKeon (CFO AWE),
02/12/2015	2 hours	Catch up with BAE	MOD Main Building	Nigel Stewart (Commercial Director BAE)
08/12/2015	2½ hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	██████████ (MOD DES SM SW-C-DepHd), Andy Mackinder (MOD DES SM SW-Hd), ██████████ (MOD DG Commercial Spec Proj), Kevin Craven (Serco Option A Executive Team Leader & Serco Shareholder rep), David Krivich (Lockheed Martin Option A PM & LM Shareholder Rep) Buck McKeon (CFO AWE),

Date	Length	Purpose of Meeting	Venue	Attendees
08/12/2015	1 hour	Commercial negotiations - Project Gould	MOD Main Building	Adrian Clough (partner at Herbert Smith Freehills)
08/12/2015	1 hour	Catch up with Rolls Royce	MOD`	Paul Graham (Director Commercial & Strategy Rolls Royce)
10/12/2015	2½ hours	BAE Meeting	BAE Offices, 6 Carlton Gardens	Attendance not recorded
11/12/2015	2 hours	Commercial negotiations - Discussion with AWE ML	LM office Cunard House, London	
14/12/2015	30 mins	Catch up with BIS Re Defence Growth Partnership	via telephone call	Janice Munday (Director of Advanced Manufacturing and Service Department for Business, Innovation and Skills)